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SECURITY INFORMATION

11 May 1953

MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

SUBJECT: DD/P Participation in the Preparation of National Intelligence Estimates

PROBLEM

To define DD/P participation in the preparation of National Intelligence Estimates.

FACTS BEARING ON THE PROBLEM

1. Procedure in the Preparation of Estimates. At present, Estimates go through three stages, as follows:

a. Terms of Reference and Contributions. The Board prepares, and the IAC Agencies approve, terms of reference indicating the scope of the Estimate and the subsidiary materials needed. Contributions are then prepared by the Agencies and submitted to O/IC. Except for crash cases, the minimum period allowed for the preparation of contributions is about three weeks.

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b. Drafting and Board Consideration. On the basis of the contributions, the O/IE staff prepares a draft, which is submitted to the Board of National Estimates. The Board gives this draft careful consideration, generally at more than one sitting, and does not forward it to the Agencies until it is fairly well satisfied.

c. Agency Representatives and IAC Consideration. The IAC representatives meet with the Board as many times as necessary to iron out all but the irreconcilable differences. The draft is then submitted to IAC.

2. Present Machinery for DD/P Participation.

a. At present, O/IE forwards five copies of draft terms of reference and draft estimates which have been cleared by the Board, and all subsequent drafts to DD/P (R&E/OIS). These drafts contain the standard covering memorandum, addressed to the IAC Agencies, indicating the action to be taken as well as the date of the meeting at which the draft will next be considered.

b. These drafts have been forwarded to DD/P:

(1) To preclude, by the receipt of timely comment, the incorporation of estimative material which O/IE assumes

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is based on local developments but which in fact may be the result of operations within the control of CIA;

(2) To give DD/P an opportunity to advise O/NE when a modification of the scope of the estimate would be of help in meeting a DD/P estimative requirement;

(3) To solicit a substantive contribution in the form of informal comment; and,

(4) For information and whatever use they might be to those concerned with the subject matter.

g. Following up on b (3) above, on several occasions, representatives of the DE/P offices have arranged to be present during Board consideration of the draft or, less frequently, during consideration at the IAC representatives' level.

CONCLUSION

3. In some cases (e.g. NIE-42/1: Yugoslav Intentions towards Albania, and SE-40: Volunteer Freedom Corps) the above procedure proved entirely satisfactory. In a more recent case (NIE-84, "Guatemala") there was at least an indication that the role of DD/P in the preparation of an NIE requires clarification.

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4. The essential needs to be served are:

a. That DD/P offices be able to supply factual intelligence that cannot be disseminated in the normal manner for reasons of operational security. In the transmission of such intelligence to O/NE, appropriate safeguards are necessary to prevent disclosure beyond strict "need-to-know" limits.

b. That DD/P offices be able to express their views on matters of judgment. Generally speaking, such expression should take place either to the O/NE staff or to the Board, so as to avoid any possibility of conflict between two different arms of CIA in the presence of IAC Agency representatives and in certain cases, for security reasons as well.

5. For workload reasons, it appears desirable to avoid formal burdens on the DD/P offices, in the form of written comment or drafting changes, and to stress man-to-man contact at the working level or through participation by DD/P representatives in Board discussions.

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RECOMMENDATIONS

6. The following is recommended as a procedure to apply generally:

- a. That DD/P designate the central point within his area which is to serve as contact for O/IE.
- b. That the existing distribution of drafts be continued.
(Board approved drafts and drafts which have been coordinated with the IAC representatives and are ready for IAC consideration.)
- c. That, in addition, O/IE distribute to DD/P, staff drafts which are prepared for Board consideration. (Concurrently, DD/P will be notified of Board meetings scheduled on such preliminary drafts.)
- d. That in any case in which DD/P offices have substantial undissemminated factual intelligence to contribute -- or for any other reason wish to participate substantially -- DD/P offices be responsible for notifying O/IE so that arrangements can be made to have all substantial DD/P points of interest put into the hopper before the draft is sent out by the Board.
- e. That, except in special cases, DD/P representative not participate in meetings of the IAC representatives, but

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express their views on drafts subsequent to initial Board approval through written memoranda or direct contact with O/IE.

/s/



Acting Assistant Director
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